

**SCOTTY'S  
LITTLE  
SOLDIERS**

**20  
23**

**ANNUAL REVIEW**

Registered Charity No. 1170528







## OUR MISSION

**To provide relief from the effects of bereavement to children & young people who have experienced the death of a parent who served with the British Armed Forces.**

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# A NOTE FROM NIKKI

**I'm incredibly proud to share that in 2023, Scotty's supported a record-breaking 659 children and young people who have experienced the death of a parent who served in the British Armed Forces. That's 659 children who know they aren't alone, feel connected to a community that understands their grief, and can turn to Scotty's for comfort and support in their darkest moments.**

But here's the reality: for the first time ever, our income hasn't kept pace with the growing number of families turning to us for help. And yet, the need for our services has never been clearer.

New research in 2024 revealed that each year, over 2,100 children and young people in the UK experience the death of a parent who served. In total, more than 21,000 people are affected by bereavement within the military community annually. These numbers show just how many more children could benefit from our support if only they knew about us.

Despite these challenges, we exceeded our goal last year by welcoming 76 new members into the Scotty's family. It's always a bittersweet moment to see new faces join us—we're deeply saddened by their circumstances, but grateful they've found a supportive community with Scotty's.

Throughout 2023, I've witnessed countless moments that reaffirm why we do what we do. Like when one of our Springboarders took a life-changing trip to the Philippines to help disadvantaged children, or when a Scotty Member became the Junior Brazilian Jiu-Jitsu World Champion.

It was also incredible to see how much our Scotty's Council gained from a two-day trip to Sky Studios in April,

where they were given an insight into the media and entertainment sectors and received media training to support them on their mission to become the voice of bereaved military children.

The Council has also worked incredibly hard on an animation to raise awareness of the unique challenges faced by young people who have experienced the death of a parent in the Armed Forces. This is part of our STRIDES Programme, which aims to ensure young people like them feel sensitively supported in their education journey.

I must give a special mention to Scotty Member Jack Rigby, who raised an incredible £120k for Scotty's in honour of his dad, Fusilier Lee Rigby, to mark the 10th anniversary of his death. We've seen so many of our members working hard to raise funds for the charity by taking on various challenges and events. It was wonderful to see so many members and supporters at Scotty's March in October, where participants took on 10km, 25km, or 50km in Chiltern's finest countryside.

Nothing makes me prouder than seeing our members so determined to give back—it reassures me that we are making a real difference in their lives. Whether it's £1 or £100,000 raised, we are incredibly grateful and proud.

This year, we also welcomed Prince Harry, The Duke of Sussex, as Scotty's Global Ambassador. He has been a supporter of the charity for several years and has always shown a genuine interest in our work. The time felt right to formalize this relationship. Having experienced bereavement as a child himself and served in the British Armed Forces, Prince Harry truly resonates with our members. They know he understands them and the challenges they face. His support will help raise awareness of Scotty's, enabling us to reach and support even more bereaved children and young people.

We know there's still so much work to be done, and I want to thank everyone who has been part of our journey. Please stay with us and help us make a difference in the lives of more young people—it's what their parents would have wanted.

*Nikki Scott*

**Nikki Scott, BEM**  
Founder, Scotty's Little Soldiers

**" In 2023 we welcomed 76 new members, which is always sad to see, but equally we are so glad those children now have Scotty's. "**







# OUR PROMISES

WE WANT EVERY BEREAVED FORCES CHILD AND YOUNG PERSON TO HAVE:



Access to the very best emotional health and well-being support



Outstanding development opportunities



The chance to smile again

## OUR CORE VALUES



### FAMILIES COME FIRST

Our beneficiaries are the sole reason we are here. For every decision we make and every action we take, we ask ourselves how this takes us closer to completing our Mission.



### EVERYONE A SUPPORTER, EVERY SUPPORTER A V.I.P

Everyone who walks through our doors has the potential to support the charity. Without that support we can't achieve our Mission. Everyone is a potential supporter & every supporter should be treated like a V.I.P.



### LOVE WHAT YOU DO

When you truly love what you do it shouldn't feel like work, and when it doesn't feel like work you can achieve great things. We work as a team towards one goal, our Mission.



### REMEMBER EVERY DAY

For our beneficiaries Remembrance isn't just one day of the year, it's everyday of the year. We remember the sacrifices made by these families, everyday.



# AT A GLANCE

A quick look into the work of Scotty's, highlighting key milestones, achievements and the positive difference Scotty's makes on bereaved military children and young people.





# OUR PROGRAMMES

Scotty's services are delivered through 3 Family Programmes:



## SMILES FUN & ENGAGEMENT

*The SMILES Programme is all about fun and engagement and includes activities, gifts and group events, which have the purpose of making bereaved military children and young people smile again and reminds them they aren't alone and are part of a supportive community.*



## SUPPORT EMOTIONAL HEALTH & WELLBEING

*The SUPPORT Programme looks after emotional health and wellbeing and includes information and guidance on childhood bereavement for parents and carers, and 1:1 bereavement support for children and young people.*



## STRIDES EDUCATION & DEVELOPMENT

*The STRIDES Programme focuses on the education and development needs of bereaved Forces children and young people. This includes promoting a positive attitude to learning and providing opportunities to develop life skills. It also includes a range of small educational grants.*



## OUR SPRINGBOARDERS 18-25 YEAR OLDS

*During 2023 we decided to remove our dedicated SPRINGBOARD Programme and instead create bespoke offers within our 3 core Programmes for young adults.*



# SMILES PROGRAMME



The **SMILES Programme** is the flagship programme of Scotty's Little Soldiers.

Research has demonstrated that following the death of a parent, a family's ability to communicate and support each other can have profound impact on the long-term wellbeing of the child or young person. Feeling part of a wider community can help improve the outcomes of a bereaved child.

The **SMILES Programme** aims to give those opportunities to families, by providing respite holidays, holding events for bereaved families to meet each other, and making sure bereaved children never feel forgotten during difficult times.

## GIFTS & VOUCHERS

Throughout the year, Scotty's SMILES Programme makes sure each child or young person doesn't feel forgotten at particularly difficult times and knows that support is available and the community stands with them. In 2023 this was achieved by sending out **641 gifts at Christmas, 586 children received a birthday card or gift, and 598 children received a voucher on the anniversary of their parent's death.**

Remembrance weekend is another challenging time for children who have experienced the death of a parent who served and it is important for bereaved children to feel seen and supported by the wider community. In 2023, 581 children received a voucher from Scotty's for Remembrance weekend, to enable the family to go for a meal and remember their loved one.





# SMILES PROGRAMME



## SCOTTY RESPITE BREAKS

**Scotty Respite Breaks give families in need of some time away a chance to have fun again as a family, building family cohesion and communication and a chance to remember the parent who died, whilst feeling part of the wider military community.**

During 2023, **159 families took a Scotty Respite Break**, which included 250 children and young people.

In 2023 100% of families attending respite breaks reported an improvement in family communication, and an increased sense of belonging and community. This included 82% of families reporting a positive impact on feeling connected to the military community, with 50% reporting that impact to be quite strong.

96% felt the break had provided an opportunity to remember the parent who died, and 81% felt that outcome was quite strong.

103 families had been able to use the opportunity of the break to see extended family or friends, further extending the sense of community and belonging to the bereaved child, and 36% had been able to meet up with extended family of the parent who had died.

**All families had felt that the break had provided the quality time their family needed, with new memories being created and having fun again as a family.**



## WINTER FESTIVAL

Christmas can be a challenging time for children who experienced the death of a parent. To help provide an opportunity for children to feel more connected to their peers, Scotty's holds an annual Winter Festival for our members under the age of 18. In 2023, **137 children attended the Winter Festival which was held in London.**

**81% of children attending the Winter Festival felt it improved their sense of belonging**, 76% felt it helped them make friends in their wider life and 63% felt able to talk about their parent after attending.

In addition to helping bereaved children through a particularly difficult time of the year, the skills developed at the festival such as the ability to make new friends, and the ability to talk about the parent who died, will have a positive impact throughout their childhood.





# STRIDES PROGRAMME



Scotty's Little Soldiers STRIDES Programme aims to help mitigate some of the negative educational and employment outcomes associated with childhood bereavement.

## THE IMPACT OF BEREAVEMENT

Research has shown that childhood bereavement is associated with men being less likely to be employed at age 30, and women failing to gain any sort of qualification and being less likely to be employed at 30.

The impact of bereavement appears early, with studies demonstrating that by age 16, a bereaved child is likely to have lower attainment and aspirations for continued learning.

**Within the military community, there can be unique challenges for education.** The Armed Forces Covenant Annual report in 2019 noted that the proportion of children from military families who go on to Higher Education is four percentage points lower than the general population after controlling for socio-economic status (FSM entitlement).

A member of Scotty's Little Soldiers may have compounded risk both from their bereavement and, if applicable, prior disruption to their education as a Service child.





# STRIDES PROGRAMME



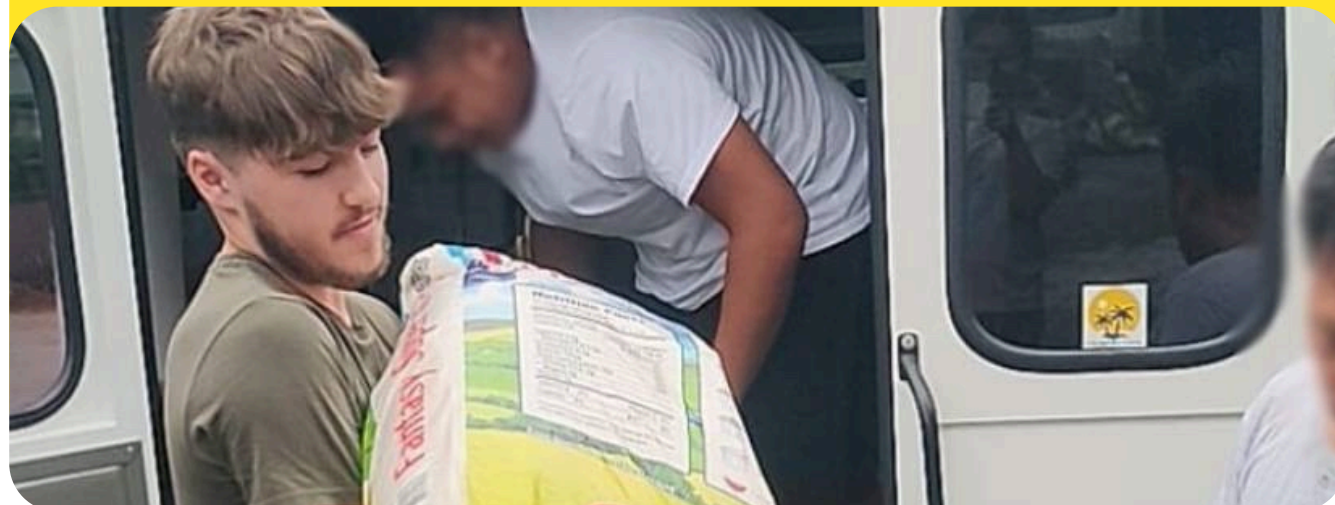
## SCOTTY GRANTS

**Grants delivered through the STRIDES Programme enabled young people to develop a range of life skills and experiences.**

This included enabling a young person with a mobility condition to achieve a gold Duke of Edinburgh award in a sailing event and funded another bereaved young person to pursue her dream of competing in the Olympics.

Some bereaved young people used the funding to gain valuable life experience whilst giving back to other vulnerable children, including one young person who volunteered with children in Uganda, and another who taught sports in deprived regions of the Philippines.

Grants also enabled **18 young people to learn to drive, 37 families to purchase new uniforms when moving schools, 15 young people to access Higher Education, and 208 children and young people to access educational opportunities** including extra-curricular activities and tutoring ahead of high stakes exams.



## THE STANDBY PROJECT

**In 2023 Scotty's introduced an education project which aims to ensure that young people who have experienced the death of a parent who served in the British Armed Forces feel sensitively supported in their education journey.** There are barriers for bereaved children in the classroom including being faced with topics of war and death in subjects like English or Religious Studies. Teachers can sometimes be unsure of how to talk to bereaved students, and don't fully understand how grief can impact behaviour.

Bereaved children can also be a target for bullies – particularly for children who experienced death from suicide. Bad experiences can make children disengage from learning, and it can lead to increased school absence. The Standby project aims to tackle these issues by creating and distributing resources for schools to use, collaborating with other organisations and stakeholders and influencing national policy.

In 2023, Standby **developed and delivered 651 educational packs for children to share with their schools**, filled with resources for use in the classroom. The packs are differentiated for EYFS, primary, secondary, post 16 and 18–25-year-olds.

Scotty's Council (representatives of our young people) developed a series of animations aimed at spreading awareness to educators and the general public. The first of the animations launched in 2023 with more to follow next year.





# SUPPORT PROGRAMME



Scotty's SUPPORT Programme ensures our members receive the support they need.

## 1:1 BEREAVEMENT SUPPORT

Scotty's offers 1:1 Bereavement Support sessions with our Children's Support Worker, alongside advice to Parents and Carers with our Families Support Worker.

Support sessions are available to all members of Scotty's to help young people develop the coping skills they need to manage their bereavement and navigate the journey of adolescence and to build their self-esteem.

Support sessions for parents and carers aim to equip the adults with the skills needed to meet the needs of younger children, who are growing up in grieving family but may be too young to fully grasp the meaning of death.

**In 2023, 276 1:1 sessions were delivered with 63 children and young people** (51 under the age of 18, and 12 from our older members aged 18-25) and had a profound impact:

- Two thirds of children and young people completing support sessions in 2023 reported a reduction in feelings of anxiety
- Two thirds reported improved self-esteem
- Two thirds felt that the support sessions had developed their coping skills.

The parents of the young people also noticed a significant impact on their children following support:

- 100% of parents reported an improvement in their child's self esteem
- 100% felt the support sessions had improved their child's communication and sense of belonging
- 100% of parents who had concerns regarding somatic indicators such as problems sleeping or eating, felt that support sessions had improved their condition

## SUPPORTING PARENTS & CAREGIVERS TO HELP THEIR CHILDREN

**In 2023, 189 sessions were delivered with 90 parents and caregivers.**

Feedback collected from parents with young children reported that they felt more confident in meeting the bereavement needs of their children and that their own anxiety was reduced.

The impact from the sessions cascaded to the children with parents reporting that, by using the skills and knowledge they developed in the support sessions for parents, their children had a better understanding of the death, felt more supported by their parent, and felt a sense of belonging.

In all, **174 bereaved children and young people were supported either directly** (through our Children's Support Worker) or indirectly (through support to their parents or caregivers).



# SUPPORT PROGRAMME

## WORKSHOPS AND DROP-INS

Further support is offered to families through virtual group workshops and group drop-in sessions.

In 2023, 10 workshops took place teaching families to navigate challenges including introducing a new partner to children, managing finances following a death, bullying, coping at Christmas, and self-care for solo parents.

Drop sessions were held at potentially difficult times of the year including Mother's Day, Father's Day, our Winter Festival and Remembrance.

## BEREAVEMENT RESOURCES

The SUPPORT Programme also develops and distributes resources designed to help families manage their bereavement.

In 2023, Scotty's launched the Story Sacks project. A lending library that provides families with the books that will help navigate challenging conversations about death, particularly with younger children. Parent and caregivers often struggle to know what to say or how to talk about death with younger children, and have reported that the story sacks have opened up conversations within their families, allowing emotions to be shared and explored and help to build the child's understanding of what has happened.

## IN-PERSON EVENTS

In 2023, our SUPPORT team took 31 families, including 46 children and young people, to participate in the Remembrance events in London, reminding the nation that the families of the fallen remain and providing an opportunity for our members to remember their parent and feel supported by the military community.

The SUPPORT team also attended the Time To Reflect event at the National Memorial Arboretum, an event hosted by the Defence Bereaved Families Group, and provided the bereaved children with an opportunity to talk about their parent. Adults and children alike were able to add their thoughts to Scotty's message wall.







# HEATHER

# MCLACHLAN

## How Scotty's inspired me: My dream job supporting disabled veterans

On the 12th of September 2003, Heather's life changed forever. Her dad, Cpl Robin McLachlan, who served in the Royal Logistics Corps, died in a road accident. She was just two years old.

"I don't have many memories of my dad, but I've seen loads of photos and my mum is always telling me wonderful stories about him," says Heather. "One of my favourites is when he was fixing his motorbike and giving me the nuts and bolts to hold, but I kept dropping all the bits down the exhaust pipe. Some people might have found it annoying, but he just thought it was funny. He loved to laugh."

Now 22, Heather recently graduated Glasgow University with a BEng Honours

in Biomedical Engineering and is soon to embark on a career as a clinical rehabilitation engineer with the NHS, creating technology to help people with disabilities navigate the world independently. In particular, Heather is interested in working with injured veterans and service personnel, inspired by her dad and the enormous impact Scotty's Little Soldiers has had on her growing up as a bereaved military child.

### THE DESIRE TO HELP

Heather's dad had always been fascinated by engineering – a passion that has been passed down to her. As a teenager, she spent two years volunteering at a care home, working with a blind gentleman who relied on GPS systems to navigate his local area.

At the same time, seeing the work Scotty's do with bereaved military children was inspiring her to help people in her own special way.

"My sister Kirsty and I joined Scotty's quite early on, and being able to so clearly see the benefit one organisation can make made me really want to apply whatever skills I have to a good cause. The fact a big part of my job will involve working with veterans feels quite special to me, since the military and all the stories about my dad have been a prominent part of my life, especially thanks to Scotty's. My dad always wanted to be an engineer, as well, so even though I've forged this path because it's what I want, it feels like he's still a very important part of everything I'm doing."

### THE POWER OF SUPPORT

As she's grown up, Heather's military connection has been made even stronger through Scotty's, and she's had the opportunity to meet hundreds of bereaved military children and young people who have also experienced the death of a parent who served in the British Armed Forces.

"I've gone to so many events and had so many new experiences through Scotty's. It's definitely given me a lot of fond memories. If I wasn't part of Scotty's, it would be very rare to meet someone with a similar background to me, but instead I've met so many different people who can all relate to each other. It really means a lot, because all those people understand your struggles and where you're coming from, and everyone is so supportive. Having all that support has really helped me achieve what I've achieved and fulfil a dream I wasn't sure I'd be able to fulfil."

### A ONCE IN A LIFETIME OPPORTUNITY

"One of the most special things Scotty's have helped me do is complete my gold Duke of Edinburgh Award. My mum and dad met while doing the award and even tied their honeymoon into Mum's gold DofE presentation. They made a promise that if they had any kids, they'd see them through the programme as well. Growing up, my mum always said you can do whatever you want, have whatever career you want, but you need to do the Duke of Edinburgh Award for Dad. It's always been a big thing for us."

Due to a hypermobility condition, however, Heather was unable to complete the hiking expedition required to complete the award. Fortunately, she was able to access Scotty's Super Grant – a one-off payment of £1000 which must be used to cover or

contribute towards a significant once-in-a-lifetime opportunity. With this funding, she was able to take on a gold DofE sailing expedition instead. Heather was on a boat 24 hours a day for ten days straight, and by the end of this time she was able to successfully manage the entire running of the vessel, including cleaning and food preparation.

"The original hike just wasn't feasible for me, but with Scotty's help I was able to do this really incredible alternative. I'd only done one day of sailing previously, but it was too good to pass up. I don't think I could have done it without the charity."

### MAKING CONNECTIONS

Scotty's Little Soldiers impact on Heather's life and career is huge, but looking back, it's the friends she made with other bereaved children and young people that really stand out.

"If Scotty's didn't exist, the main thing I would miss are all those connections I've made with other military families and young people who I've got to know so well. Growing up, especially being a teenager, can be so stressful and sometimes you can start to feel insecure about your experiences and your background. It's great to have those people from similar experiences and backgrounds to remind you you're not alone. Schools try to help, but that level of understanding just isn't always there. Scotty's means having those friends and those families you can just message and say 'yeah, we're not doing the best lately.' It genuinely can't be replaced by anything."



“

**If I wasn't part of Scotty's, it would be very rare to meet someone with a similar background to me, but instead I've met so many different people who can all relate to each other.**

”





# ISABELLE BOVINTON

**Eight-year-old Isabelle Bovington was only two weeks away from her first birthday when her dad, Leading Naval Nurse Thomas Bovington, died very suddenly of a genetic heart condition.**

In 2023, Isabelle was the youngest person taking part in the National Service of Remembrance with Scotty's Little Soldiers. Here, she shares what life is like for her and her sister, nine-year old Elizabeth, and how support from bereaved British Forces children's charity Scotty's Little Soldiers' support helps them keep on smiling.

## REMEMBERING MY DADDY

Daddy was a nurse in the Navy, where he helped lots of people. He also worked in hospitals and helped people, and after he died because of heart problems he was able to save lots of our family's lives because we could find out if they had heart problems too.

I wish we had known about his heart quicker so Daddy was still here, but because he was always running and climbing and swimming we thought he was okay. I like knowing Daddy helped people for a job because I'm also going to do that. I'm going to travel the world and help animals in need. There's lots of animals all over the world and they all need lots of help, I think.

## MY FAVOURITE STORIES ABOUT MY DADDY

Daddy died when I was a baby, so I don't remember lots, but I really like hearing stories about him. We go on walks with Uncle Neil who Daddy went to university with and do stuff like swimming with Uncle Mark,

and I like asking them questions about Daddy and so they will tell me more stories about him.

One of my favourite stories is when he put me in Elizabeth's toy pram so she could push me around the house. I'm too big for it now, though. When I was a baby, I also climbed the stairs before I knew how to walk, and Daddy would stand behind me so he could catch me. Daddy was a climber, so he was proud that I was a climber too. My favourite thing to climb are the monkey bars in the park. It makes me feel good that we're the same. I like being outside and climbing trees and hills and swimming, just like he did.

## HOW SCOTTY'S HELPS MILITARY CHILDREN SMILE

When I think of Scotty's, I feel excited and happy. Especially when I think about Scotty's Christmas parties. I was very little at my first Scotty's Christmas party so don't remember very much, but Mum says I made friends with a polar bear statue and kept putting snow on his head. The second Christmas party I went to was in London and the third one was in Shrewsbury. My favourite was the heroes and villains themed party as there was lots of different rooms and I got to try lots of different things. I danced with Ariel the mermaid and met Batman then had a rest because I had been running and dancing too much and felt funny. One of my favourite Scotty memories was during Covid when we had the online Christmas party and made a big marshmallow snowman and had a baking lesson with Mrs Santa Claus.

## HONOURING MILITARY HEROES

My favourite thing to do with Scotty's is remember things. We have a special candle holder from Scotty's with a poppy on it and I like it when we burn a candle and think about Daddy. We also go on Scotty Breaks and think about him. On our last Scotty Break and we went to the beach every single day and did swimming and paddle boarding. My daddy was a good swimmer and so am I. I like Scotty's because we do lots of fun things and it helps me remember all the people from the military who have passed away, like daddy.



## WHAT DOES WEARING A POPPY MEAN TO A BEREAVED MILITARY CHILD?

Once a year at school, we read about Remembrance and colour in poppies. I once brought home a poppy I made in class and showed it to Mummy.

We have a special assembly every year and at the end we listen to the trumpet. I also take in some money and buy a poppy for my coat. Lots of other people wear poppies too. I think it's nice when people wear a poppy because it means they're remembering Daddy. At school we also do a two-minute silence where we're really quiet and think about all the people who served in the military. The two-minute silence is really important so we can remember them all.



“My favourite thing to do with Scotty's is remember things. We have a special candle holder from Scotty's with a poppy on it and I like it when we burn a candle and think about Daddy.”





# LEXIE PALLETT

**Lexie Pallett was 11 years old when her dad, Sergeant Ollie Pallett, died by suicide.**

He served in the RAF for 22 years, during which time he had completed multiple tours in Iraq and Afghanistan. He was an accomplished aircraft technician and served on the VC10, Herc, Voyager and A400.

“My dad was a real aircraft geek and loved everything about them, even working on planes that were retired and taking me and my family with him,” says Lexie, now 15. “He was a kind and caring person. The memories I like to think of most are the holidays we spent away in our caravan every year, driving down tiny country roads with no idea where we were, but he always refused to believe we were lost! He loved to cook, so we would often be concocting something in the kitchen – some things turning out nicer than the others. He died by suicide in February 2020, just before lockdown.”

## HOW SCOTTY'S LITTLE SOLDIERS HAS HELPED ME

Many bereaved children and young people report feelings of loneliness and isolation following the death of their parent. When a bereaved military child or young person joins Scotty's, we want them to know that they're not alone. One of the ways we do this is by providing opportunities to connect with other members of Scotty's through events, activities and online platforms.

“Scotty's has given me friendships with people all over the country that I wouldn't change for the world. I wouldn't have met them if not for Scotty's, and they just all get it. I don't even have to explain what happened to my dad sometimes, as people just automatically understand and know what I'm going through,

which is really nice and helps so much. The Scotty's team are also all so lovely and you just feel a connection with them straight away. I know they're always there when I need them.”

## WHAT CAN SCOTTY MEMBERS FIND DIFFICULT FOLLOWING THE DEATH OF A PARENT?

Every child and young person who has experienced the death of a parent will face different struggles, and we know that being part of Scotty's does not take away the pain that comes with a bereavement. But with support and dedication, we hope to make those struggles more manageable for our members.

“One thing I find challenging is being able to feel happy since my dad died, and I know lots of other members that feel the same way. But Scotty's has taught me it's okay to be happy even though Dad isn't here with me. Another thing that can be very challenging is certain subjects or topics at school. Everyone has different triggers, and in my personal experience schools haven't been the best at dealing with situations that occur in class and it can really have an impact on your mental health.”

## WHY I'M PART OF SCOTTY'S COUNCIL

Lexie is a member of Scotty's Council, which is a small group of Scotty's beneficiaries who provide a voice for bereaved military children and young adults. The council is made up of twelve Scotty Members (aged 11 – 17) who form the Members Council, and twelve Springboarders (aged 18 – 25) who form the Springboard Council. Together, they make the Scotty's Council.

“For me, my role in the Council is to give voice to all the members of Scotty's opinions and say the things they want to say. I take pride in my role and like to know that in my own small way I'm helping so many children and young people get the support they need.”

The council members meet up throughout the year to provide input into the charity, providing ideas and suggestions on the support they feel bereaved military young people will benefit from the most. Our members are the reason we do what we do, so their opinions are vitally important to how we guide the direction of the charity going forward.

## HOW SCOTTY'S LITTLE SOLDIERS HAS HELPED ME

Lexie has been a member of Scotty's since 2020, and in that time has taken part in a number of fun events with other bereaved military children who can relate to her and understand what she's going through.

“I cherish every moment I've spent doing thing with Scotty's, but if I had to pick a favourite it would be the first Scotty's Christmas party I went to, because I made my first Scotty's friends and realised that I wasn't alone in what I was going through. For the first time since my dad died, I felt like I was allowed to have fun. You'd be surprised how much a Christmas party, or any event Scotty's throws, helps us to connect with people who understand what we are going through and build lifelong friendships.”



“ For the first time since my dad died, I felt like I was allowed to have fun. ”



# SCOTTY'S COUNCIL ANNUAL REVIEW

**At Scotty's Little Soldiers, we have always understood the importance of listening to the views of our beneficiaries. It is one of the ways that we, as a charity, ensure that we are delivering the services that our members need and want, following the death of a military parent.**

In May 2019, we created a Members Council made up of twelve young people aged 11-17 years old. The aim of the council was to make the voice of bereaved military children and young people heard, and for the team at Scotty's to hear from our beneficiaries how we could better serve them and, by extension, all bereaved British Forces children and young people. The launch of the Council was successful, but then the COVID pandemic forced us to focus elsewhere.

Fast forward to 2022, and we re-established the Members Council, creating a constitution so the young people involved fully understood their role in Scotty's Mission. together.

The constitution covers membership of the Council, meeting plans, and details the

expectations of our young volunteers. Our Council Members also contributed to their own role descriptions, confidentiality agreements and code of conduct, so that they were in control of expected behaviours as they worked

We developed the voice of our Members even further in 2023, with the introduction of the Springboard Council – representing our beneficiaries aged 18-24 years old. We recruited twelve young adults to sit on the Springboard Council to help us understand and develop services to support their specific needs. Together, the Members Council and Springboard Council form our Scotty's Council.

In 2023, the Scotty's Council achieved over **457 volunteering hours**.



Their commitment to their volunteering role and making a difference in the Scotty's community has benefited so many of their peers. The Scotty's Council have an award scheme, which gives them the chance to achieve a bronze, silver and gold award, ranging from 50 to 150 hours of volunteering. 2024 is set to have even more opportunities for the Council to develop, and our young volunteers are brimming with ideas on how they can continue to make a difference.

The Scotty's Team is incredibly proud of the achievements of the Scotty's Council, and we know that there are even better things to come.

## WHAT HAVE THE COUNCIL BEEN DOING SINCE 2022?

The Council have been heavily invested in a number of projects to support bereaved British Forces children and young people, and their input is considerable.

Some of the 2023 Council highlights include...



### CREATION OF OUR KEEPSAKE BOX.

The Scotty's Council helped co-produce a carefully designed box, using subtle Scotty's branding, to create a resource that enables our members to retain mementos related to their parent who died. The box has been widely distributed to our members since its production in 2023.

### 'WE WILL ALWAYS MISS THEM'

This is the title of two animations co-produced with our Scotty's Council to highlight the various issues facing bereaved Forces children and young people. The animations have been widely distributed to families, education providers and other professionals. The Council are involved in creating more animations to help educate a wider audience on the issues facing bereaved Forces children in their education.

### VISIT TO SKY STUDIOS

This is the title of two animations co-produced with our Scotty's Council to highlight the various issues facing bereaved Forces children and young people. The animations have been widely distributed to families, education providers and other professionals. The Council are involved in creating more animations to help educate a wider audience on the issues facing bereaved Forces children in their education.

### SCOTTY'S MARCH

In September 2023, Members of the Scotty's Council assisted the charity by taking part in this fundraising and awareness initiative. They trekked 10km together in the Chiltern Hills and highlighted the input our members have in the charity. The Council Members shared their stories and helped raise awareness of the support provided by Scotty's. The event was also a great chance for them to showcase their media skills training.

### KNOWLEDGE & GUIDANCE

The Scotty's Council were also involved in providing their views and opinions on a wide range of other projects. These included giving input on activities at the Members' Winter Festival and Adventure Day, as well as discussing their own personal experiences of bereavement to help develop educational resources being delivered via our 'Standby: Military Bereavement in Education' project launched in August 2023.





# A MESSAGE FROM OUR CEO



**As we reflect on 2023, I am incredibly proud of the impact Scotty's Little Soldiers has made in the lives of bereaved children and young people..**

Together, we have supported 659 young people, ensuring they felt seen, heard, and connected to a community that understands their unique challenges. I am deeply grateful to our incredible team, trustees, and supporters whose dedication and generosity have made this possible.

However, as we celebrate these achievements, we must also acknowledge the challenges that lie ahead. The world is changing rapidly around us, and the non-profit sector is not immune to these shifts. The rising cost of living, inflation, and a more cautious financial climate have significantly impacted people's ability to donate. Traditional fundraising methods are no longer sufficient to sustain us. Like many charities, we face the reality of increased demand for our services amid a backdrop of financial uncertainty.

Demand for our services is growing, and every day we see more children and young people in need of support. We are also aware of the broader community of bereaved families, including adults and siblings who may need our support.

This raises a fundamental question:

Should Scotty's expand our mission to support all members of the bereaved military community, not just children and young people? It is a question that requires careful consideration, strategic planning, consultation with the community and, importantly, the financial resources to back it up.

Looking to the future, we know we must be more innovative and strategic in how we operate. The charity sector is evolving, and we must evolve with it. This means adopting a more commercial mindset and exploring new avenues for sustainable growth. Building long-term partnerships with key funders is crucial to this strategy. Such partnerships will provide the committed funds we need to plan confidently for the years ahead, allowing us to expand our reach and deepen our impact.

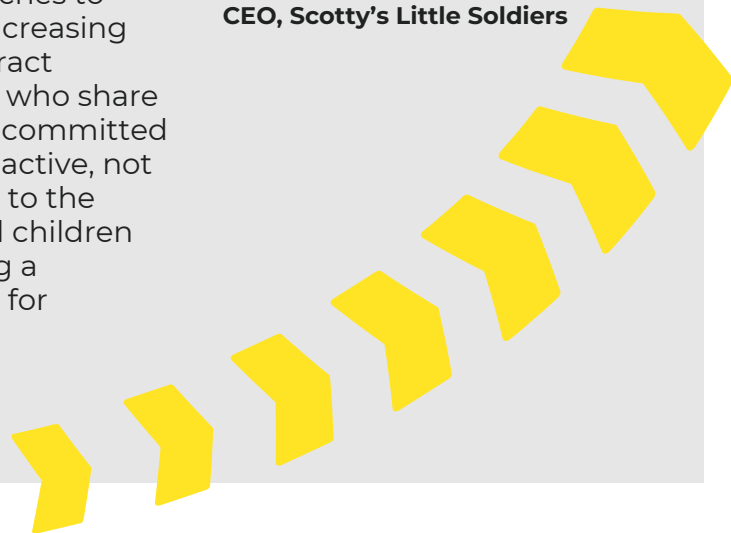
To achieve this, we are focused on developing new, innovative approaches to fundraising and increasing our visibility to attract potential partners who share our vision. We are committed to being more proactive, not just in responding to the needs of bereaved children but also in shaping a sustainable future for Scotty's.

This includes recruiting the best talent, investing in our team members learning and development, and leveraging technology to improve our services and ways of working.

In closing, I want to thank each of you—our supporters, partners, team members, and the amazing families we are privileged to support. Your passion for Scotty's is the bedrock upon which we build. As we navigate these uncertain times, I ask you to continue standing with us, supporting us, and believing in our mission. Together, we can ensure that Scotty's Little Soldiers remains a source of strength, comfort, and hope for every child and family who needs us.

Thank you for being a part of our journey. The road ahead may be challenging, but with your support, I am confident we will continue to make a profound difference in the lives of bereaved military families.

**Stuart Robinson**  
CEO, Scotty's Little Soldiers





# FINANCES & FUNDING

**In 2022, Scotty's achieved income growth of 35% but fundraising slowed during 2023 and resulted in a drop of 8% to £1.49m. At the same time, increased demand for our services resulted in a rise in costs of over 15%.**

For the first time in the charity's history income declined versus the previous year, whilst increased demand for our services and rising costs saw expenditure increase.

We expect this trend to continue into 2023 as rising costs globally impact the third sector from both a funding and expenditure perspective.

In 2023 we were able to deliver our services with minimal impact, but this will not be sustainable throughout 2024 and beyond without growth in funding.

Our cash reserves sit at four months of operating expenses (within our policy of 3-6 months) but allow little space for future deficits.

## UNRESTRICTED FUNDS

2023 saw the charity focus more on securing unrestricted funds which allow for greater flexibility and the opportunity to adapt to both challenges and opportunities as they present themselves throughout the year.

64% of our income was designated as unrestricted in 2023 versus 42% in 2022.

The charity also took the decision to invest in future sustainability by recruiting it's first senior leadership team, decreasing reliance on the Founder and CEO. This increased headcount from 20 in 2022 to 23 in 2023.

The Senior Leadership Team now includes team members with specific accountability for Fundraising, Finance, People and coming in 2024, Service Delivery.

## FUNDRAISING

In 2023 our funding came from 3 core income streams: Community donations & fundraising, Grants & Trusts, and Corporate Partnerships.

The charity focused on fewer fundraising activities, deciding to maximise limited resources on the most impactful opportunities.

Sometimes this has meant turning down certain opportunities which would remove focus from those delivering the highest return on investment. With limited resources these are the difficult decisions many small charities are having to make in the current climate.

We are incredibly grateful to everyone who donates and fundraises to support Scotty's.

Individual highlights during 2023 include epic fundraisers by both Jack Rigby and Mark Harding, and ongoing support from organisations such as Annington Homes, Army Benevolent Fund, Forces Support, Lloyds Patriotic Fund, and Veteran's Foundation.

## SCOTTY'S MARCH

2023 also saw the introduction of our new fundraising challenge, Scotty's March.

Held in the Chiltern Hills with multiple distance options, 76 supporters took part raising £24,835 for the charity.

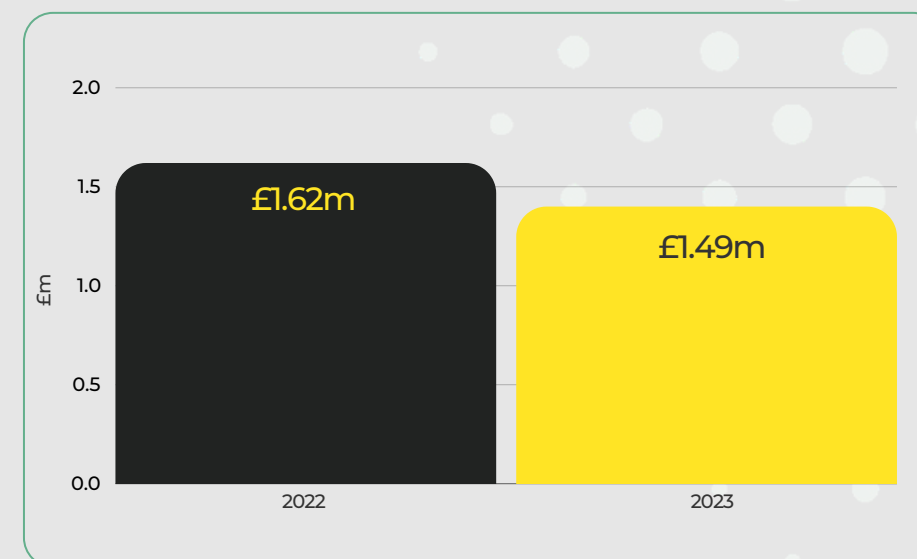
The March looks set to become a regular feature of our fundraising calendar.



**Income 2023: £1,494,064**

**Income 2022: £1,623,117**

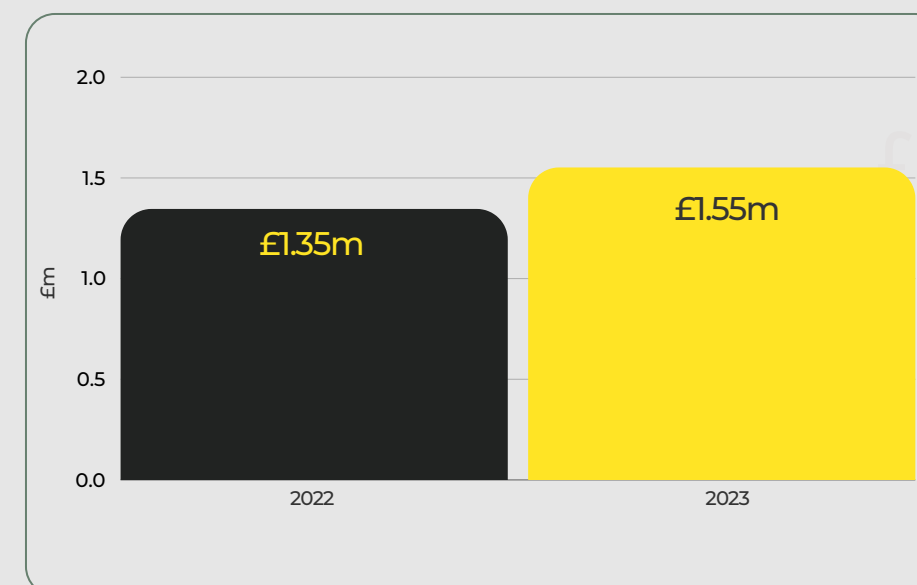
*For the first year in the charity's history income declined year on year, reflecting the challenges faced by most charities in the UK.*



**Expenditure 2023: £1,552,197**

**Expenditure 2021: £1,346,713**

*increased demand for services and rising costs generally resulted in an increase in annual expenditure during 2023.*





# TRUSTEES' REPORT

**The Trustee of the Charity is Scotty's Little Soldiers CIO. The Trustees of the CIO are:**



**EAMONN  
O' SULLIVAN**



**ELLEN  
PLUMER**



**JASON  
WORTHY  
(CHAIR)**



**JONATHAN  
JAMES**



**LUKE  
PRIESTLEY**



**SIMON  
MILLAR**



**STEVEN  
WARD**

**The Trustees present their report and financial statements for the year ended 31 December 2023.**

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's governing document, the Charities Act 2011 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Scotty's Little Soldiers is a Charitable Incorporated Organisation which was set up on 2nd December 2016.

The original 'Scotty's Little Soldiers (The "Charity" 1136854) was established in 2010 as an unincorporated charity.

Following guidance from the Charity Commission the CIO was established and became the sole trustee of the Charity on 27th November 2018. The charitable activities have been fully transferred to the CIO during 2023 and the Charity will be

dissolved in 2024. This was agreed as the preferred course of action due to the cost and logistical complications of transferring existing leases. This process plans to take place in the main on 31 December 2023.

## OBJECTIVES AND ACTIVITIES

The Charity's mission is to provide relief from the effects of bereavement to children and young people who have experienced the death of a parent who served with the Armed Forces of the Crown.

## OUR OVERARCHING PROMISES ARE:

*We want every bereaved Service child and young person to have:*

1 Access to the very best emotional health and well-being support.

2 Outstanding development opportunities.

3 The chance to smile again.

## REVIEW OF CHARITABLE ACTIVITIES AND ACHIEVEMENTS FOR THE PUBLIC BENEFIT

*We deliver on our promises through our four Family Programmes:*

Each Programme has its own four guiding principles around which all activities are focused:



### SMILES Programme:

- Creating a trusted and supportive community for bereaved Forces children and young people.
- Building support networks and developing friendships.
- Regular engagement throughout the year with fun and exciting opportunities.
- Encouraging bereaved Forces children and young people to smile again.



### SUPPORT Programme:

- Resources and information to support bereaved Forces children and young people.
- Guidance for parents and carers to help them support their child from the effects of bereavement.
- Individual bereavement support and referral on to specialised services.
- Bereavement based activities and events to help bereaved Forces children and young people cope with their bereavement and remember their parent.



### STRIDES Programme:

- Reducing any barriers and disadvantages faced by bereaved Forces children and young people.
- Promoting a positive attitude to education and learning and providing opportunities to develop life skills.
- Encouraging bereaved Forces children and young people to develop resilience and thrive. Providing opportunities for bereaved Forces children and young people to achieve, succeed and celebrate successes.



### SPRINGBOARD Programme:

- To provide young adults with opportunities to develop their education and learning, career, volunteering, and life skills.
- To encourage, promote and celebrate young adult's achievements.
- Reducing any barriers and disadvantages faced due to their bereavement.
- Providing networking opportunities and help to build connections and friendships.

Note: The SPRINGBOARD Programme has been amalgamated into the other three Programmes during 2023.

***During 2023 the charity helped 643 bereaved children and young people. The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.***



## GRANT MAKING POLICY

The charity supports beneficiaries through the use of a number of small grants (no greater than £1,000) as part of the STRIDES Programme. There are 5 grant schemes available, all designed to help disadvantaged young people with educational and personal development aims; The Scotty Allowance, New School Grant, Scotty's Driving Grant, Scotty's Higher Education Grant and The Super Grant. Applications are submitted year-round via the charity's online portal and the specific criteria for each grant is explained on the charity's website.

## FINANCIAL REVIEW

The Trustees are comfortable to report that financially the organisation is in good health but is conscious of a decline in income and rise in costs which will need to be monitored carefully during 2024.

Income dropped from £1.62m in 2022 to £1.49 in 2023, whilst rising costs and increased demand for our services led to an increase in expenditure to £1.55m (2023) from £1.35m (2022).

Our 2030 goal of supporting over 1,000 bereaved Forces children & young people annually will require the charity to continue to grow its income and future decline in funding will affect our ability to meet long-term demand. There is therefore a requirement not only to raise enough funds to provide our planned services for the year, but also to invest in the charity's growth to build the infrastructure required to deliver on our future goals.

## RESERVES POLICY

The Trustee Board have agreed a Reserves policy in line with the organisation objectives that all reserves shall be applied solely towards promotion of the object of the charity. In the event of dissolution of the charity the reserves would be first used for severance payments and winding up costs. The constitution states that any surplus must be either used directly for the objects of the

charity, be transferred to another charity with like for like objects or in any other manner approved by the Charity Commission. The Trustees have a policy to maintain between 3-6 months of charitable expenditure.

This level has been chosen to help combat any short-term financial risks including declines in income and rising costs due to inflation. The present level of cash reserves held for the Group is £481,688 (2022 £326,370) which represents 4 months' charitable expenditure.

Despite fundraising challenges the charity has managed its cash well and increased coverage from 3 months to 4 months during 2023.

The Group total reserves, which includes assets such as our 7 holiday homes, is £1,342,818 (2022: £1,400,951)

£888,422 (2022: £936,981) of the reserves held are categorised as unrestricted funds, £454,396 (2022: £463,970) are categorised as restricted funds.

## PRINCIPAL SOURCES OF INCOME AND HOW EXPENDITURE MEETS OBJECTIVES

Our 5-year strategy is to develop 4-5 sustainable income streams, providing the charity with stable but diversified income.

In 2023, 38% of our income came from donations and gifts, with a further 29% from grant funding. During 2023 we started the development of a corporate fundraising focus which we will begin to see the benefits of in 2024.

## RISK MANAGEMENT

The Trustees have assessed the major risks to which the Charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks. The Trustees have a risk management review which comprises; a continuing review of the risks the charity may face; the establishment of systems and procedures to mitigate those

identified risks and the implementation of procedures designed to minimise the potential impact on the charity should those risks materialise.

## PLANS FOR THE FUTURE

More detail on our plans for the future can be read earlier in the charity's Supporter Annual Review.

Future plans are centred around a 5-year strategic plan which will see the charity moving closer to its longer term goal of supporting 1,000+ bereaved children and young people annually by 2030. In the more immediate term, plans for 2024 include:

- Year 2 of a 3-year project to assist bereaved CYP in their education setting.
- Supporting at least 700 bereaved Forces CYP.
- Establishing a Senior Leadership Team to provide a sustainable long-term framework and succession plan for the charity.
- A better understanding of the need and impact of our services.
- Developing products for corporate and business supporters.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing Document

The CIO is governed by its Constitution dated 02 December 2016. It was registered as a charity with the Charity Commission on 02 December 2016.

The Charity is governed by its Constitution dated 17 April 2010. It was registered as a charity with the Charity Commission on 13th July 2010.

### Trustees

The CIO currently has seven Trustees. Eamonn O'Sullivan, Ellen Plummer, Jason Worthy (Chair), Jonathan James, Luke Priestley, Simon Millar & Steven Ward. The Trustees meet quarterly with the Chief Executive, Stuart Robinson and the Charity's Founder, Nikki Scott, to whom the day to day operations are delegated.

### Appointment of new Trustees

The CIO has a formal Trustee Recruitment policy and process. New Trustees positions can be advertised by the CIO or nominations from the management team and the existing Trustees can be put forward. Those nominated and appointed are elected at the first AGM following appointment. The CIO plans to add further Trustees over the next 3 years to fill gaps in the board's current skill set, to replace Trustees fulfilling their full term of service, and to provide more diversity across the group. This process started during 2021 when 3 new Trustees were added to the board.

### Organisation

The Charity is administered by a committee containing no less than 3 Trustees of the CIO. This committee meets 4 times per year. To facilitate effective operations the Chief Executive Officer has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance and employment. The CEO reports frequently to the Trustees, usually on a monthly basis via written reports and conference calls.

### Related Parties

Mrs Nichola Scott-Howlin, and Mr Stuart Robinson are listed as Officers of the Limited Trading Company Scotty's Little Soldiers Trading Ltd.

This company was created to sell merchandise on behalf of the Charity, the profits from which are all donated to the Charity.

No dividends or salaries are taken from the Limited Company. The CIO was confirmed by Companies House as the relevant legal entity with significant control of Scotty's Little Soldiers Trading Ltd on 11/01/2019.

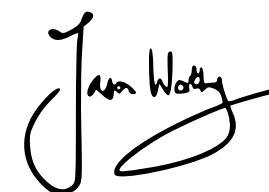
No Trustees were reimbursed for their personal expenses during 2023.

### Auditor

TC Group was appointed by the board to conduct an audit of the charity's 2023 accounts.

### Disclosure of Information to Auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information. The Trustee report was approved by the Board of Trustees.



Signed

Scotty's Little Soldiers CIO  
Jason Worthy - Chair

Date 24/10/2024



# FINANCIAL STATEMENTS

## STATEMENT OF TRUSTEE RESPONSIBILITIES

The Trustees are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the CIO and of the incoming resources and of the incoming resources and application of resources of the CIO for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates of the financial statements and that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements assessing the CIO's ability to on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the CIO and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the CIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the CIO and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### *Responsibilities of trustees*

As explained more fully in the statement of Trustee responsibilities, the Trustees are responsible for the preparation for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees

either intend to cease operations, or have no realistic alternative but to do so.



## **INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SCOTTY'S LITTLE SOLDIERS**

### **Opinion**

We have audited the consolidated financial statements of Scotty's Little Soldiers (the 'CIO') and its subsidiaries (the "Group") for the year ended 31 December 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and the parent CIO's affairs as at 31 December 2023 and of the Group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustee use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustee report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.



## **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

### **The extent to which the audit was considered capable of detecting irregularities including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Group through discussions with trustees and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Group, including the Charities Act 2011, taxation legislation, and employment legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team

remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journals to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the



Financial Reporting Council's website at:  
<https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-andguidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditorsresponsibilities-for-audit.aspx>. This description forms part of our auditor's report.

### **Other matters**

Your attention is drawn to the fact that the Group has prepared financial statements in accordance with "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102\* (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

### **Use of our report**

This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to

the CIO's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

---

Mark Cummins (Senior Statutory Auditor)  
for and on behalf of TC Group (Statutory Auditor)

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The Courtyard  
Shoreham Road  
Upper Beeding  
Steyping  
West Sussex  
BN44 3TN

TC Group is eligible for appointment as auditor of the CIO by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.



SCOTTY'S LITTLE SOLDIERS CIO

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
<b>Income from:</b>							
Donations and legacies	2	692,451	463,578	1,156,029	350,280	935,342	1,285,622
Fundraising and trading	3	208,680	72,889	281,569	290,545	200	290,745
Commercial trading operation		56,466	-	56,466	46,750	-	46,750
<b>Total income received</b>		<u>957,597</u>	<u>536,467</u>	<u>1,494,064</u>	<u>687,575</u>	<u>935,542</u>	<u>1,623,117</u>
<b>Expenditure on:</b>							
Raising Funds	4	286,101	20,610	306,711	325,148	-	325,148
Charitable Activities	5	646,951	597,750	1,244,701	520,322	501,243	1,021,565
Taxation	8	785	-	785	-	-	-
<b>Total expenditure</b>		<u>933,837</u>	<u>618,360</u>	<u>1,552,197</u>	<u>845,470</u>	<u>501,243</u>	<u>1,346,713</u>
<b>Net (expenditure)/income for the year/Net movement in funds</b>							
		23,760	(81,893)	(58,133)	(157,895)	434,299	276,404
Fund balances at 1 January 2023 (see note 20)		936,981	463,970	1,400,951	923,011	201,536	1,124,547
Fund transfers (see note 20)		<u>(72,319)</u>	<u>72,319</u>	<u>-</u>	<u>171,865</u>	<u>(171,865)</u>	<u>-</u>
<b>Fund balances at 31 December 2023</b>		<u>888,422</u>	<u>454,396</u>	<u>1,342,818</u>	<u>936,981</u>	<u>463,970</u>	<u>1,400,951</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.



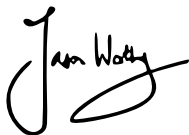
**SCOTTY'S LITTLE SOLDIERS CIO**

**CONSOLIDATED BALANCE SHEET**

**AS AT 31 DECEMBER 2023**

	Notes	Group 2023 £	Group 2022 £	CIO 2023 £	CIO 2022 £
<b>Fixed assets</b>					
Intangible assets	11	38,695	43,831	36,774	-
Tangible assets	12	565,821	609,237	565,175	-
Investments	13	-	-	3	3
		604,516	653,068	601,952	3
<b>Current assets</b>					
Stocks	15	29,768	48,979	-	-
Debtors	16	371,915	412,787	402,797	-
Cash at bank and in hand		481,688	326,370	477,217	150
		883,371	788,136	880,014	150
<b>Creditors: amounts falling due within one year</b>	17	(145,069)	(40,253)	(135,946)	-
<b>Net current assets</b>		738,302	747,883	744,068	150
Provision for liabilities		-	-	-	-
<b>Total assets less current liabilities</b>		1,342,818	1,400,951	1,346,020	153
<b>Income funds</b>					
Restricted funds	19	454,396	463,970	391,686	-
Unrestricted funds		888,422	936,981	954,334	153
		1,342,818	1,400,951	1,346,020	153

The financial statements were approved by the Trustees on 24/10/2024.



Jason Worthy

**Chairman**



Simon Millar

**Trustee**



**SCOTTY'S LITTLE SOLDIERS CIO**

**CONSOLIDATED STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 DECEMBER 2023**

		<b>2023</b>		<b>2022</b>	
	<b>Notes</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>					
Cash generated from operations	<b>23</b>		154,968		64,195
<b>Investing activities</b>					
Proceeds from disposal of tangible fixed assets		130		-	
Purchase of intangible assets		-	(27,389)		
Purchase of tangible fixed assets		<u>(1,508)</u>	<u>(200,070)</u>		
<b>Cash flows from financing activities</b>			(1,378)		(227,459)
Interest received		1,728		-	
<b>Net cash used in financing activities</b>			<u>1,728</u>		<u>-</u>
<b>Increase/(decrease) in cash and cash equivalents</b>			155,318		(163,264)
Cash and cash equivalents at beginning of year			326,370		489,634
<b>Cash and cash equivalents at end of year</b>			<u><u>481,688</u></u>		<u><u>326,370</u></u>



**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2023**

**1 Accounting policies**

**Charity information**

Scotty's Little Soldiers is a charitable incorporated organisation (CIO). The principal office for the CIO and its two subsidiaries is 21 Bergen Way, North Lynn Industrial Estate, King's Lynn, Norfolk, PE30 2JG.

**1.1 Basis of accounting**

The financial statements have been prepared in accordance with the CIOs governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the Group. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

**1.2 Basis of accounting and consolidation**

These financial statements consolidate the results of the CIO, its unincorporated charitable subsidiary Scotty's Little Soldiers (charity number 1136854) and its trading subsidiary Scotty's Little Soldiers Trading Limited (company number 07667490). The trading subsidiary is a private company limited shares, registered in England and Wales.

A separate statement of financial activities is not presented for the CIO itself following the exemptions available under the Charities SORP.

**1.3 Going concern**

The trustee considers that there are no material uncertainties about the Group's ability to continue as a going concern.

At the time of approving the financial statements, the trustee has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus the trustee continues to adopt the going concern basis of accounting in preparing the financial statements.

**1.4 Charitable funds**

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

The Charity has a restricted income fund to account for situations where a donor or grant provider requires that a donation or grant must be spent on a particular purpose or where funds have been raised for a particular purpose. All other funds are unrestricted income funds.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

**1.5 Incoming resources**

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Assets for distribution are recognised only when distributed. Assets given for use by the Charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

Grant income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

## 1.6 Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- Costs of generating funds are those costs incurred in trading activities that raise funds.
- Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

Costs for charitable activities are recognised when the liability is incurred.

## 1.7 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	10% straight line
----------	-------------------

## 1.8 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

### Capitalisation of fixed assets

Tangible fixed assets are capitalised at original cost of acquisition. Donated tangible fixed assets which do not have a cost to the Charity are capitalised at their current value at the date of donation.

Lodges	4% straight line
Lodge and office equipment	25% straight line
Computers	25% reducing balance
Motor vehicles	25% reducing balance

Scotty's Little Soldiers Trading Limited	
Fixtures and fittings	15% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the statement of financial activities.

## 1.9 Impairment of Fixed Assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

## 1.10 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.



### 1.11 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

### 1.12 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

#### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary

course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

### 1.13 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### 1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 1.15 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

### 1.16 Taxation

#### **Scotty's Little Soldiers Trading Limited**

The tax expense represents the sum of the tax currently payable and deferred tax.

#### **Current tax**

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

#### **Deferred tax**

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and

the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

#### **1.17 Judgements and key sources of estimation uncertainty**

##### *Scotty's Little Soldiers Trading Limited*

In the application of the company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.



## 2 Donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Donations and gifts	562,434	11,210	573,644	253,735	1,768	255,503
Grants	33,057	399,368	432,425	11,289	827,742	839,031
Corporate	58,133	53,000	111,133	29,572	105,832	135,404
Overwatch	38,827	-	38,827	55,684	-	55,684
<b>Total income</b>	<b>692,451</b>	<b>463,578</b>	<b>1,156,029</b>	<b>350,280</b>	<b>935,342</b>	<b>1,285,622</b>

## 3 Fundraising and Trading

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Fundraising events	80,088	-	80,088	272,212	-	272,212
Corporate fundraising	123,882	72,889	196,771	16,033	200	16,233
Other Income	4,710	-	4,710	2,300	-	2,300
<b>Total income</b>	<b>208,680</b>	<b>72,889</b>	<b>281,569</b>	<b>290,545</b>	<b>200</b>	<b>290,745</b>

## 4 Raising funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £
Seeking donations, grants and legacies	48,463	16,339	64,802	72,793
Team costs	118,745	4,271	123,016	106,916
Share of support costs	59,023	-	59,023	97,668
Share of governance costs	-	-	-	224
<b>Fundraising and publicity</b>	<b>226,231</b>	<b>20,610</b>	<b>246,841</b>	<b>277,601</b>
<b>Commercial trading operation</b>	<b>59,870</b>	<b>-</b>	<b>59,870</b>	<b>47,547</b>
<b>Total expenditure</b>	<b>286,101</b>	<b>20,610</b>	<b>306,711</b>	<b>325,148</b>

This expenditure represents the costs to the Group of raising funds via our core income streams of grants, corporate, donations and fundraising.

## 5 Charitable activities

	Smiles Programme	Strides Programme	Springboard Programme	Support Programme	Families Central Programme	Total	Total
	2023	2023	2023	2023	2023	2023	2022
	£	£	£	£	£	£	£
Team costs	59,085	41,060	16,391	77,978	4,934	199,448	196,615
Beneficiary gifts & vouchers	48,262	-	-	-	-	48,262	46,168
Beneficiary events	90,883	26,968	-	41,197	-	159,048	104,498
Respite breaks	158,777	-	-	-	-	158,777	134,848
Beneficiary bereavement resources	4,283	11,353	322	13,173	14,267	43,398	18,698
	361,290	79,381	16,713	132,348	19,201	608,933	500,827
Grant funding of activities (see note 6)	-	28,310	15,681	-	-	43,991	45,268
Share of support costs (see note 7)	171,948	119,492	47,701	226,927	14,359	580,427	463,314
Share of governance costs (see note 7)	3,362	2,337	933	4,437	281	11,350	12,156
	<u>536,600</u>	<u>229,520</u>	<u>81,028</u>	<u>363,712</u>	<u>33,841</u>	<u>1,244,701</u>	<u>1,021,565</u>
<b>Analysis by fund</b>							
Unrestricted funds	256,148	114,687	49,994	206,615	19,507	646,951	520,322
Restricted funds	<u>280,452</u>	<u>114,833</u>	<u>31,034</u>	<u>157,097</u>	<u>14,334</u>	<u>597,750</u>	<u>501,243</u>
	<u>536,600</u>	<u>229,520</u>	<u>81,028</u>	<u>363,712</u>	<u>33,841</u>	<u>1,244,701</u>	<u>1,021,565</u>



**For the year ended 31 December 2022**

	Smiles Programme 2022 £	Strides Programme 2022 £	Springboard Programme 2022 £	Support Programme 2022 £	Families Central Programme 2022 £	Total 2022 £	Total 2021 £
Team costs	38,533	16,051	16,051	64,495	61,485	196,615	205,993
Beneficiary gifts & vouchers	46,168	-	-	-	-	46,168	49,464
Beneficiary events	67,184	-	-	37,314	-	104,498	68,483
Respite breaks	134,848	-	-	-	-	134,848	120,973
Beneficiary bereavement resources	979	(5,072)	2,651	4,661	15,479	18,698	45,685
	287,712	10,979	18,702	106,470	76,964	500,827	490,598
Grant funding of activities (see note 6)	-	28,661	16,607	-	-	45,268	30,421
Share of support costs (see note 7)	146,707	40,999	36,103	137,071	102,434	463,314	309,024
Share of governance costs (see note 7)	3,039	1,013	1,013	4,052	3,039	12,156	12,570
	<u>437,458</u>	<u>81,652</u>	<u>72,425</u>	<u>247,593</u>	<u>182,437</u>	<u>1,021,565</u>	<u>842,613</u>
<b>Analysis by fund</b>							
Unrestricted funds	183,689	21,732	42,240	94,860	177,801	520,322	436,656
Restricted funds	<u>253,769</u>	<u>59,920</u>	<u>30,185</u>	<u>152,733</u>	<u>4,636</u>	<u>501,243</u>	<u>405,957</u>
	<u>437,458</u>	<u>81,652</u>	<u>72,425</u>	<u>247,593</u>	<u>182,437</u>	<u>1,021,565</u>	<u>842,613</u>

## 6 Grants payable

	Strides Programme £	Springboard Programme £	Total 2023 £	Total 2022 £
Grants to individuals:				
Beneficiaries' grants	28,310	15,681	43,991	45,268
	<u>28,310</u>	<u>15,681</u>	<u>43,991</u>	<u>45,268</u>

## 7 Support costs

	Support costs £	Governance costs £	TOTAL 2023 £	Allocation basis	Support costs £	Governance costs £	TOTAL 2022 £
Team costs	416,629	-	416,629	Time spent	368,387	-	368,387
Depreciation	49,521	-	49,521	Asset usage	51,854	-	51,854
Other office costs	106,974	-	106,974	IT usage	48,884	-	48,884
Premises expenses	30,654	-	30,654	Floor space	29,414	-	29,414
Marketing	25,817	-	25,817	Content objective	52,804	-	52,804
Insurance	4,240	-	4,240	Team costs	4,206	-	4,206
Bank charges	292	-	292	Income split	1,085	-	1,085
Vehicle costs	5,323	-	5,323	Car usage	4,348	-	4,348
Auditors' remuneration – for audit	-	11,350	11,350	Legal requirement	-	9,000	9,000
Auditors' remuneration – for other services	-	-	-	Team costs for payroll	-	3,380	3,380
	<u>639,450</u>	<u>11,350</u>	<u>650,800</u>		<u>560,982</u>	<u>12,380</u>	<u>573,362</u>
Analysed between:							
Fundraising	59,023	-	59,023		97,668	224	97,844
Charitable activities	580,427	11,350	591,777		463,314	12,156	475,518
	<u>639,450</u>	<u>11,350</u>	<u>650,800</u>		<u>560,982</u>	<u>12,380</u>	<u>573,362</u>

## 8 Taxation

	Group 2023 £	Group 2022 £	CIO 2023 £	CIO 2022 £
Origination and reversal of timing differences	785	-	-	-
	<u>785</u>	<u>-</u>	<u>-</u>	<u>-</u>

## 9 Trustees

None of the trustees of the CIO or group (or any persons connected with them) other than set out below received any remuneration during the year or the prior year.

During the year, no expenses were paid to the trustees or those closely connected to trustees (2022 - £Nil).



## 10 Employees

The average monthly number of employees during the year was:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
	<b>23</b>	<b>20</b>
	<hr/>	<hr/>
<b>Employment costs</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	656,078	592,033
Social security costs	59,576	54,477
Pension costs	14,037	12,705
	<hr/>	<hr/>
	<b>729,691</b>	<b>659,215</b>
	<hr/>	<hr/>

The total employee benefits of the key management personnel for the Charity were £174,289 (2022 - £121,599).

The number of employees whose annual remuneration was £60,000 or more were:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
£60,001 - £70,000	<b>1</b>	<b>1</b>
	<hr/>	<hr/>

## 11 Intangible fixed assets

### GROUP

	Software £
<b>Cost</b>	
At 1 January 2023	51,365
Additions	-
At 31 December 2023	<u>51,365</u>
<b>Amortisation and impairment</b>	
At 1 January 2023	7,534
Amortisation charged for the year	<u>5,136</u>
At 31 December 2023	<u>12,670</u>
<b>Carrying amount</b>	
At 31 December 2023	<u><u>38,695</u></u>
At 31 December 2022	<u><u>43,831</u></u>

## 12 Tangible fixed assets

### GROUP

	Lodges £	Lodges and office equipment £	Computers £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 January 2023	779,038	24,226	43,614	25,813	872,691
Additions	-	1,508	-	-	1,508
Disposals	-	(138)	(1,232)	-	(1,370)
At 31 December 2023	<u>779,038</u>	<u>25,596</u>	<u>42,382</u>	<u>25,813</u>	<u>872,829</u>
<b>Depreciation</b>					
At 1 January 2023	218,874	15,011	15,267	14,302	263,454
Charge for the year	31,162	3,291	6,936	2,878	44,267
Eliminated on disposal	-	(83)	(630)	-	(713)
At 31 December 2023	<u>250,036</u>	<u>18,219</u>	<u>21,573</u>	<u>17,180</u>	<u>307,008</u>
<b>Carrying amount</b>					
At 31 December 2023	<u><u>529,002</u></u>	<u><u>7,377</u></u>	<u><u>20,809</u></u>	<u><u>8,633</u></u>	<u><u>565,821</u></u>
At 31 December 2022	<u><u>560,164</u></u>	<u><u>9,215</u></u>	<u><u>28,347</u></u>	<u><u>11,511</u></u>	<u><u>609,237</u></u>



### 13 Fixed asset investments

	2023	2022
	£	£
Investments in trading subsidiaries	<u>3</u>	<u>3</u>

#### Movements in fixed asset investments

	Shares £
Cost or valuation as at 1 January 2023 and 31 December 2023	3
Carrying amount as at 1 January 2023 and 31 December 2023	3

Details of the group's subsidiaries at 31 December 2023 are as follows:

Name of undertaking	Country of incorporation or residency	Nature of business	Class of shareholding	% Held	
				Direct	Indirect
Scotty's Little Soldiers Trading Limited (reg 07667490)	United Kingdom	Trading company	Ordinary	100.00	-
Scotty's Little Soldiers (reg 1136854)	United Kingdom	Unincorporated charity	N/A	N/A	N/A

A summary of the subsidiaries performance and assets is shown below:

	Trading 2023 £	Charity 2023 £	Trading 2022 £	Charity 2022 £
Income	56,466	1,438,490	46,750	1,576,708
Expenditure	<u>(60,625)</u>	<u>(1,491,542)</u>	<u>(47,547)</u>	<u>(1,299,166)</u>
	(4,159)	(53,052)	(797)	277,542
Donations to parent Charity	<u>(137)</u>	<u>-</u>	<u>(341)</u>	<u>-</u>
Surplus/(deficit)	<u>(4,296)</u>	<u>(53,052)</u>	<u>(1,138)</u>	<u>277,542</u>
Net assets/(liabilities)	<u>(3,197)</u>	<u>-</u>	<u>1,883</u>	<u>1,399,069</u>

At 31 December 2023, the net assets were transferred from Charity to the CIO.

## 14 Financial Instruments

	2023 £	2022 £
<b>GROUP</b>		
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	<u>371,916</u>	<u>412,787</u>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	<u>145,069</u>	<u>40,253</u>
<b>CIO</b>		
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	-	-
Equity instruments measured at cost less impairment	<u>3</u>	<u>3</u>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	<u>-</u>	<u>-</u>

## 15 Stocks

	Group 2023 £	Group 2022 £	CIO 2023 £	CIO 2022 £
Finished goods and goods for resale	29,768	48,979	-	-

Following a change of auditors for the 2022 year, a discussion took place relating to the accounting treatment of our fundraising merchandise and Members gifts. Although they are an asset, we no longer feel their nature constitutes that of stock and so they have been classified as other debtors.



## 16 Debtors

	<b>Group 2023</b>	<b>Group 2022</b>	<b>CIO 2023</b>	<b>CIO 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>				
Trade debtors	244,124	265,842	244,124	-
Other debtors	47,700	75,365	80,039	-
Prepayments and accrued income	<u>80,091</u>	<u>71,580</u>	<u>78,634</u>	<u>-</u>
	<u>371,915</u>	<u>412,787</u>	<u>402,797</u>	<u>-</u>

## 17 Creditors: amounts falling due within one year

	<b>Group 2023</b>	<b>Group 2022</b>	<b>CIO 2023</b>	<b>CIO 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	105,416	7,340	100,464	-
Other creditors	20,852	16,680	20,852	-
Corporation tax	-	(788)	-	-
Accruals and deferred income	<u>18,801</u>	<u>17,021</u>	<u>14,630</u>	<u>-</u>
	<u>145,069</u>	<u>40,253</u>	<u>135,946</u>	<u>-</u>

## 18 Retirement benefit schemes

The subsidiary Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £14,037 (2022 - £12,693).

## 19 Restricted funds

	Balance at 1 January 2023	Incoming Resources	Resources expended	Transfers	Balance at 31 December 2023
	£	£	£	£	£
Help Their Children Smile	54,155	254,686	(285,669)	77,277	100,449
Bereavement Support Resources	90,942	161,327	(151,000)	(32,914)	68,355
Educational Support and Resources					
	252,071	99,586	(138,496)	64,722	277,883
Supporting Bereaved Young Adults	59,168	19,124	(29,574)	(42,031)	6,687
Voice of Bereaved Military Children	7,634	1,744	(13,621)	5,265	1,022
	<b>463,970</b>	<b>536,467</b>	<b>(618,360)</b>	<b>72,319</b>	<b>454,396</b>

**Help Their Children Smile** – This funding has been provided by a number of funders in order to provide respite breaks, gifts at poignant times of the year and put on events to encourage bereaved military children to have fun and smile again and to help ensure they do not feel alone in their grief.

**Bereavement Support Resources** – This funding has been provided by a number of funders in order to provide 1:1 Support sessions, bereavement resources and attend events which allow bereaved military children and young people to remember their parent who has died, cope with the effects of bereavement, promote emotional wellbeing and to reduce any feelings of isolation.

**Educational Support and Resources** – This funding has been provided by a number of funders in order to provide educational support, school year group transitions and grants to partake in skill building activities to bereaved military children to boost their confidence and self-esteem, to promote self-development and learning opportunities and to ensure they are not disadvantaged because of their bereavement.

**Supporting Bereaved Young Adults** – This funding has been provided by a number of funders in order to provide grants to partake in skill building activities, a podcast and support to bereaved military young adults (aged from 18-25) to promote self-development and learning opportunities, provide resources to help them cope with the effects of their bereavement and to offer them opportunities to remember their parent who has died.

**Voice of Bereaved Military Children** - This funding has been provided by a number of funders and allows our bereaved military children and young adults to partake in discussions and activities to help us understand what services and offerings we can provide to best support them throughout their bereavement and ensure they are not disadvantaged as a result of it.

*The transfers relate to when restricted funds have been utilised to fund assets which are not required to be held in our restricted funds. Transfers were also made between the allocation of our support costs over the project funds to ensure they are best meeting their objectives.*



## Prior Year Analysis of Funds

	Balance at 1 January 2022 £	Incoming Resources £	Resources expended £	Balance at 31 December 2022 £	Balance at 31 December 2022 £
Help Their Children Smile	60,000	411,010	(253,769)	(163,086)	54,155
Bereavement Support Resources	69,850	179,310	(152,733)	(5,485)	90,942
Educational Support and Resources	12,000	302,181	(59,920)	(2,190)	252,071
Supporting Bereaved Young Adults	59,686	30,771	(30,185)	(1,104)	59,168
Voice of Bereaved Military Children	-	12,270	(4,636)	-	7,634
	<u>201,536</u>	<u>935,542</u>	<u>(501,243)</u>	<u>(171,865)</u>	<u>463,970</u>

## 20 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 January 2022	Incoming Resources	Resources expended	Balance at 1 January 2023	Incoming Resources	Resources expended	Balance at 31 December 2023
	£	£	£	£	£	£	£
Overwatch	-	55,684	(55,684)	-	38,828	(38,828)	-
	-	55,684	(55,684)	-	38,828	(38,828)	-

The Overwatch programme is a subscription based programme available to its members and supporters can have exclusive access to Scotty's additional content. The designated funds during the year were spent on Families programmes.

## 21 Analysis of net assets between funds

	Unrestricted 2023	Restricted 2023	Total 2023	Unrestricted 2022	Restricted 2022	Total 2022
	£	£	£	£	£	£
Fund balances at 31 December 2023 are represented by:						
Intangible fixed assets	21,415	17,280	38,695	22,231	21,600	43,831
Tangible assets	555,730	10,091	565,821	591,297	17,940	609,237
Net current assets	311,277	427,025	738,302	323,453	424,430	747,883
	888,422	454,396	1,342,818	936,981	463,970	1,400,951



## 22 The charitable activities have been supported by the following donors

Funding is acknowledged under the terms and conditions of the following grants and donations:

Funder	Value
ABF The Soldiers' Charity	£30,000
Annington Trust	£50,000
Forces Support Limited	£69,000
Lest We Forget Association	£18,975
RAF Benevolent Fund	£10,000
Royal Navy & Royal Marines Charity and Greenwich Hospital	£13,500
National Lottery Awards for All	£10,000
Veterans' Foundation	£60,000

## 23 Events after the reporting date

As of 31 December 2023, Scotty's Little Soldiers (charity registration number 1136584) transferred all of its assets and liabilities to this entity, its parent CIO – Scotty's Little Soldiers CIO (charity registration number 1170528). During 2024, the legal work is being carried out to merge the unincorporated charity 1136854 into this CIO legally and the unincorporated charity trust will be removed from the Charity Commission register as a result.

## 24 Related party transactions

Scotty's Little Soldiers CIO owns 100% of Scotty's Little Soldiers. On the 31 December 2023, the transfer of all assets and liabilities were made from Scotty's Little Soldiers (charity registration number 1136584) to this entity.

Scotty Little Soldiers Trading Limited (a wholly owned subsidiary of Scotty's Little Soldiers CIO) paid for expenses on behalf of Scotty's Little Soldiers (Charity) totalling £Nil during the period ended 31 December 2023 £Nil (2022 - £Nil). Scotty's Little Soldiers (Charity) paid for expenses on behalf of Scotty Little Soldiers Trading Limited totalling £Nil (2022 - £0) during the period ended 31 December 2023. As at 31 December 2023, Scotty's Little Soldiers Trading Limited owed Scotty's Little Soldiers £35,443 (2022- £51,650) in respect of a loan provided for the purchase of merchandise and paid expenses. Interest was charged and paid on this loan totalling £755 for the year. A strategic plan is in place to ensure that Trading pays the loan off to Charity over the course of the next few years. This loan was transferred to Scotty's Little Soldiers CIO as part of the transfer of all assets and liabilities and the loan will continue to be paid off as planned.

## 25 Cash generated from operations

	2023	2022
	£	£
Surplus/(deficit) for the year	(58,133)	276,404
Adjustments for:		
(Profit)/Loss on disposal of tangible fixed assets	529	3,097
Amortisation and impairment of intangible assets	5,136	5,136
Depreciation and impairment of tangible fixed assets	44,267	47,398
Interest received	(1,728)	-
Movements in working capital:		
(Increase)/decrease in stocks	19,210	(8,020)
(Increase)/decrease in debtors	40,871	(250,761)
Increase/(decrease) in creditors	104,816	(9,059)
<b>Cash generated from operations</b>	<b>154,968</b>	<b>64,195</b>



## **SCOTTY'S LITTLE SOLDIERS**

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Registered Charity No. 1170528